

# Administration

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## Small Business Resources

Starting a **Road Crew** ride service is similar to starting a small business. Coalitions should consider organizing themselves like a nonprofit organization, with the leaders acting as a board of directors. As in any new small business, the team must have members with a working knowledge of finances, human resources, marketing and operations. Plus you need to comply with all of the relevant local, state and federal laws that apply to your program. It would be a big asset to have members on your coalition leadership team who have expertise in these areas, as well as those with an entrepreneurial spirit.

An excellent resource for information and guidance is your state or regional Small Business Administration (SBA) office. They have many online resources available, too. Their homepage at <http://www.sba.gov/> provides a map to help you locate the nearest office. You will also find an entire section of their site devoted to starting a small business at [http://www.sba.gov/starting\\_business/index.html](http://www.sba.gov/starting_business/index.html). Topical sections include Startup, Planning, Finance, Marketing, Employment, Tax and Legal – everything you need to know to get the **Road Crew** open for business in your community

## Roles and Responsibilities

The **Road Crew** administrative structure is a collaborative relationship between its coordinator and the volunteer coalition. All parties need to communicate on a regular basis to insure their activities are coordinated

### THE COALITION'S ROLE

Similar to a working nonprofit board of directors, the community coalition has the following responsibilities:

- ▶ Providing leadership and direction to the coordinator
- ▶ Upholding the vision and program goals.
- ▶ Keeping the coalition informed and motivated.

Establishing a committee structure as discussed previously to divide up the workload will help keep the coalition on task with its responsibilities



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## **PROGRAM COORDINATOR**

Having at least a half-time paid employee to coordinate and provide administrative support will be a valuable component of your program. You are much more likely to be successful if you have dedicated human resources with job responsibilities for the program's day-to-day duties. Relying exclusively on volunteers can often result in delays and unfinished assignments.

The core duties for a program coordinator are scheduling and keeping ride logs; these two duties can easily comprise ten to 15 hours per week. The remaining hours will be filled with other duties, such as handling media and public relations, developing and implementing marketing plans, staying in contact with bar owners and servers, managing fundraising and processing day-to-day finances.

The position requires a range of skills, including: vision, creativity and passion for the job; ability to facilitate, promote and organize; administrative skills that include experience in record-keeping, maintaining financial records and ride logs; and an understanding of nonprofit organizations.

Qualities to seek in a program coordinator include:

- ▶ experience with community coalitions, safety initiatives, fundraising and project management
- ▶ ability to work comfortably with all coalition members
- ▶ knowledge of local government and civic issues
- ▶ solid administrative skills to handle recordkeeping, scheduling and reporting

There are a myriad of issues to deal with when hiring an employee. In pragmatic terms, you need to write a job description, advertise for candidates, decide who will interview applicants and have a process for making the final selection. In the demonstration communities, the details of actually having an employee were too cumbersome, so they hired their coordinators as independent contractors rather than employees. Other administrative items to address include having office space, equipment (such as a computer and phone) and supplies for the coordinator. These items may be something sought as a donation from a community sponsor.



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## Measurement

One of the duties of the coordinator is to maintain program records, such as ride logs. In the demonstration communities, ride records reflected dates and times, pickup points and destinations, number of riders, gender and age of riders. To preserve the anonymity of riders, identifying information such as names and home addresses was not collected.

You may also consider conducting periodic evaluations and reporting on your results on a regular basis. Documenting your program is important for several reasons, including the following:

- ▶ You can learn from both past successes and failures, and modify your program accordingly.
- ▶ Others who are considering similar ventures can benefit from your experience.
- ▶ You can tout your achievements to gain press coverage and attract attention to the program.
- ▶ You will be able to justify your actions to your funding sources if you have kept accurate records of what you've done and what results you achieved.
- ▶ Perhaps most importantly, you have information to present to prospective donors.

One of the key principals of noted time management guru Stephen Covey is to "begin with the end in mind." Putting this into practice, you should think about the type of activities you would like to measure and the outcomes that you want to quantify. Then you can implement tracking and reporting processes to make sure you are capturing the right data from the onset.



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## Project Timeline

This conservative sample timeline will give you an overview of the activities that need to be completed prior to launching your new **Road Crew** service.

Date	Activity
Nine months to one year prior to launch date	Project champion identifies potential coalition members Potential members invited to an organizational meeting Initial meeting held, core team finalized, committee assignments made and meeting schedule determined Outcome measurements determined
Six to nine months prior	Research committee conducts focus groups on relevant issues with members of target market and compiles feedback Transportation committee completes environmental assessment and makes preliminary recommendation of potential ride service Finance committee develops budget and plan for raising funds
Six months prior	Incentive committee reviews results of focus groups and makes preliminary recommendation of incentives for initial trial and repeat usage Fund raising begins Hiring process of coordinator begins
Three months prior	Promotions committee develops advertising and promotions plan Kick-off event planned Coordinator hired
On-going	Concepts and results revisited with target market and fine-tuned as needed

